

# INTEGRATED SUBCONTRACTOR SAFETY MANAGEMENT



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ISM Forum  
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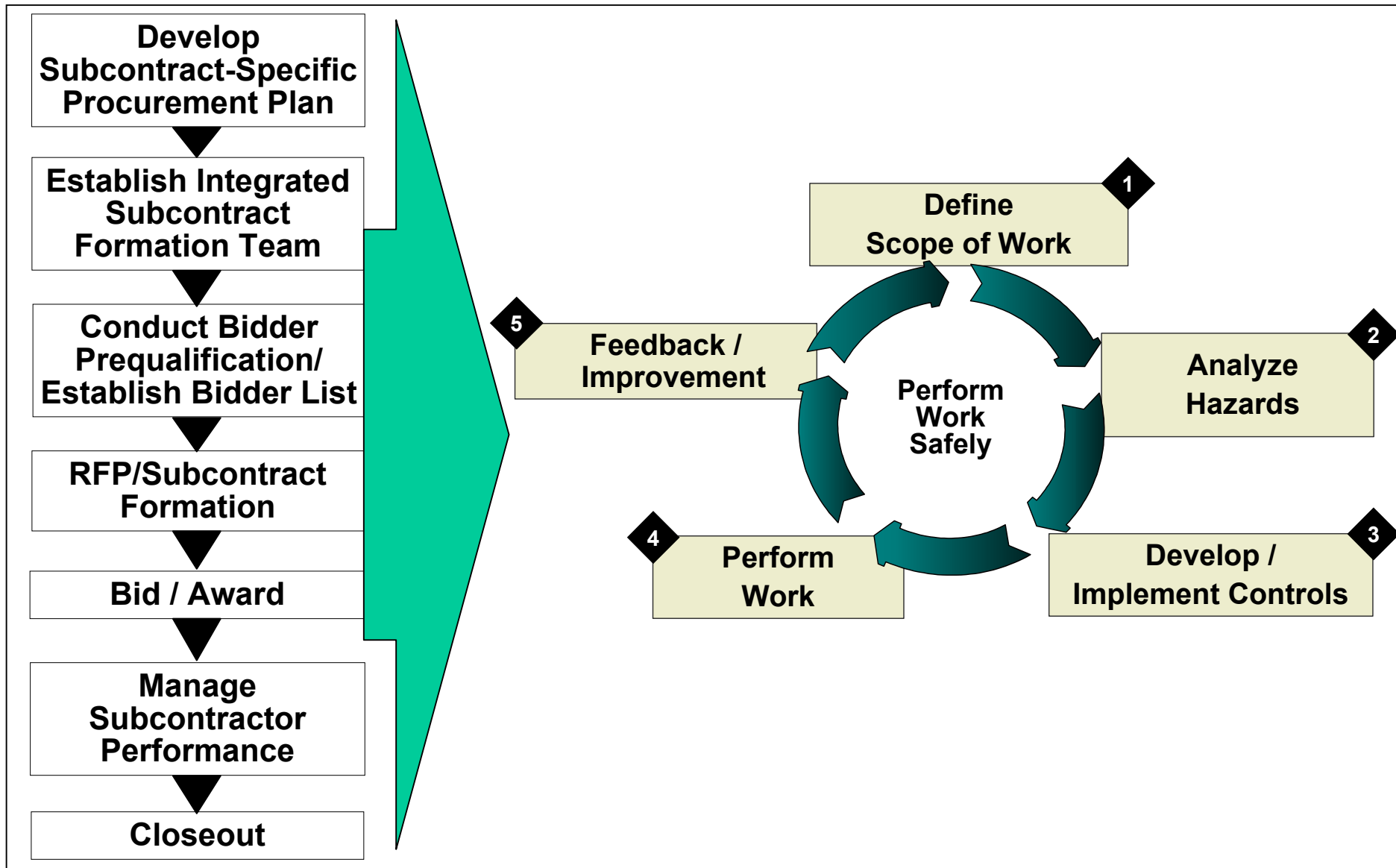
# Bechtel Jacobs Company *Zero Accident* Performance



# **BJC Moved from an M&O to an M&I**

- **86% of the work is performed by subcontractors or other primes**
- **900 employees transitioned**
- **203 subcontracts have been awarded for \$1.1 B**

# BJC Subcontracting Process



# BJC Subcontracting Process

## 1 Develop Subcontract-Specific Procurement Plan

Establish Integrated Subcontract Formation Team

Conduct Bidder Prequalification/  
Establish Bidder List

RFP/Subcontract Formation

Bid / Award

Manage Subcontractor Performance

Closeout

- Establish prequalification criteria
- Develop ES&H subcontract language pro forma
- Review potential bidders that meet prequalification safety requirements

1 Define Scope of Work

# BJC Subcontracting Process

Develop  
Subcontract-Specific  
Procurement Plan

**2**  
**Establish Integrated  
Subcontract Formation  
Team**

Conduct Bidder  
Prequalification/  
Establish Bidder List

RFP/Subcontract  
Formation

Bid / Award

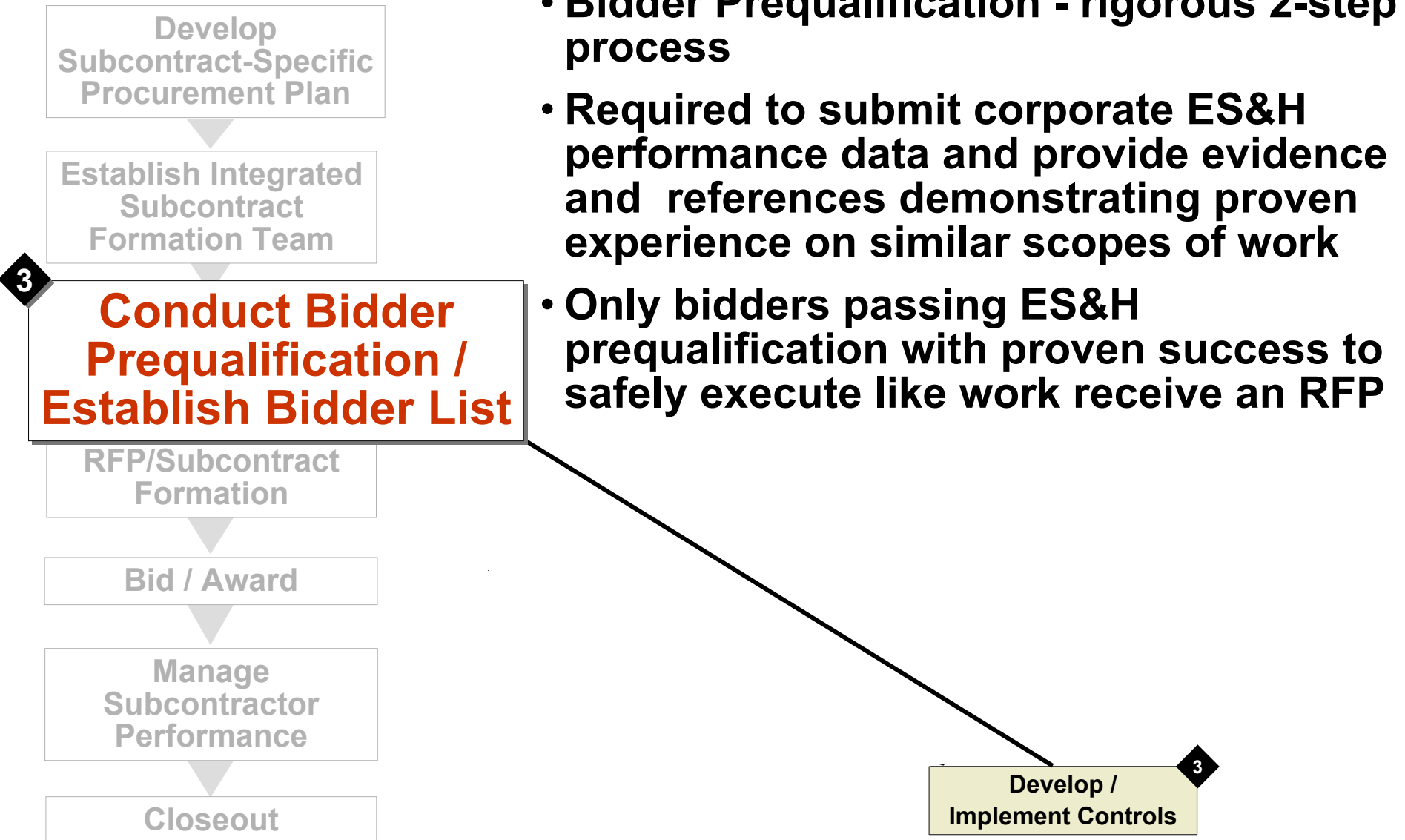
Manage  
Subcontractor  
Performance

Closeout

- Integrated Subcontract Formation Team - dedicated nuclear, environmental, radiological, industrial, safety members on team
- Evaluate Safety Envelope - Authorization Basis requirements, radiological conditions, facility / site / activity hazards
- Comprehensive site walkdowns with ES&H, line managers, and knowledgeable workers
- Develop subcontract-specific ES&H language based on workscope and hazards

**2**  
Analyze  
Hazards

# BJC Subcontracting Process



# BJC Subcontracting Process

Develop  
Subcontract-Specific  
Procurement Plan

Establish Integrated  
Subcontract  
Formation Team

Conduct Bidder  
Prequalification/  
Establish Bidder List

**3**  
**RFP / Subcontract  
Formation**

Bid / Award

Manage  
Subcontractor  
Performance

Closeout

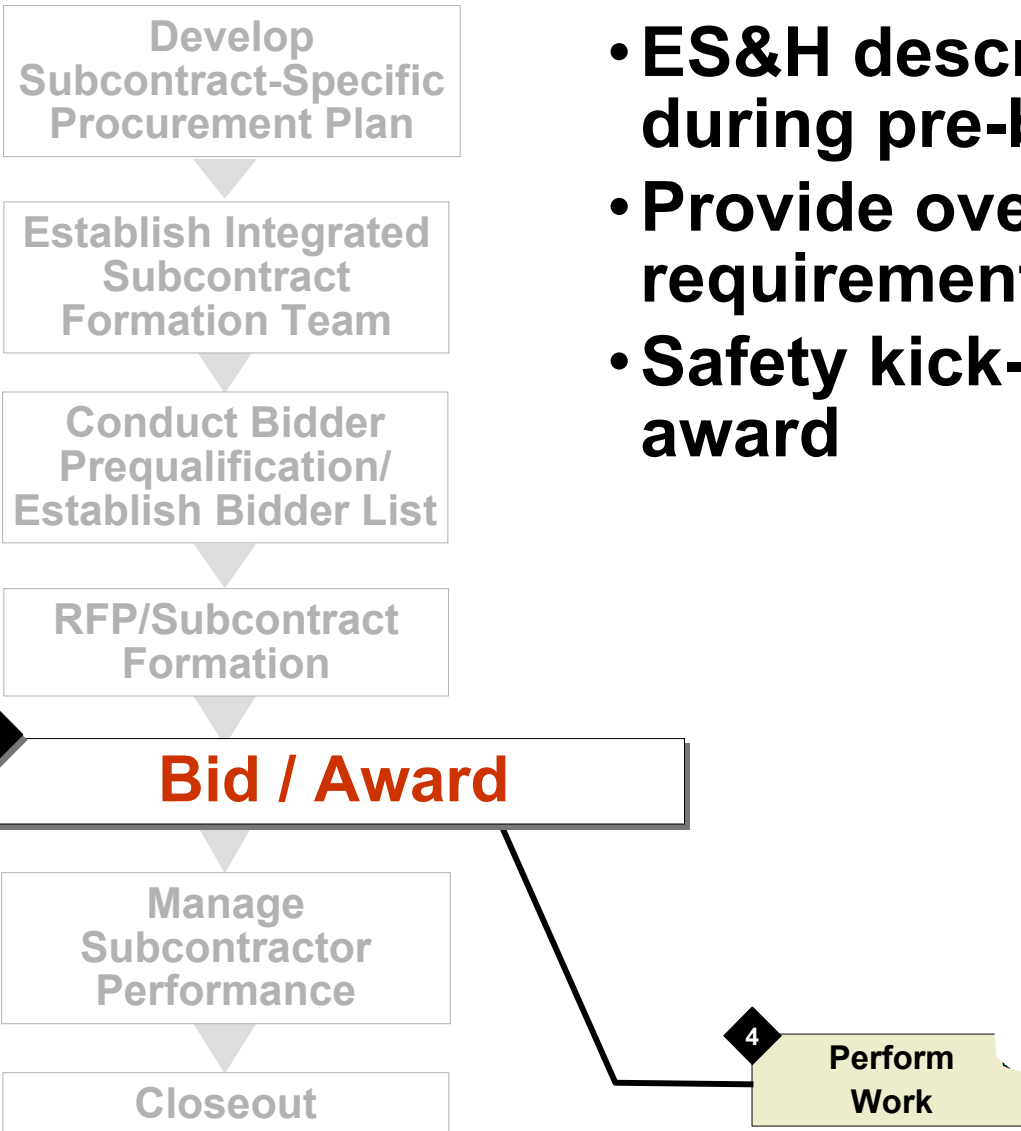
- Walkdown of work area with ES&H, line managers, and workers to ID hazards
- Tailored subcontract language to reflect hazards and ES&H requirements

**3**  
Develop /  
Implement Controls



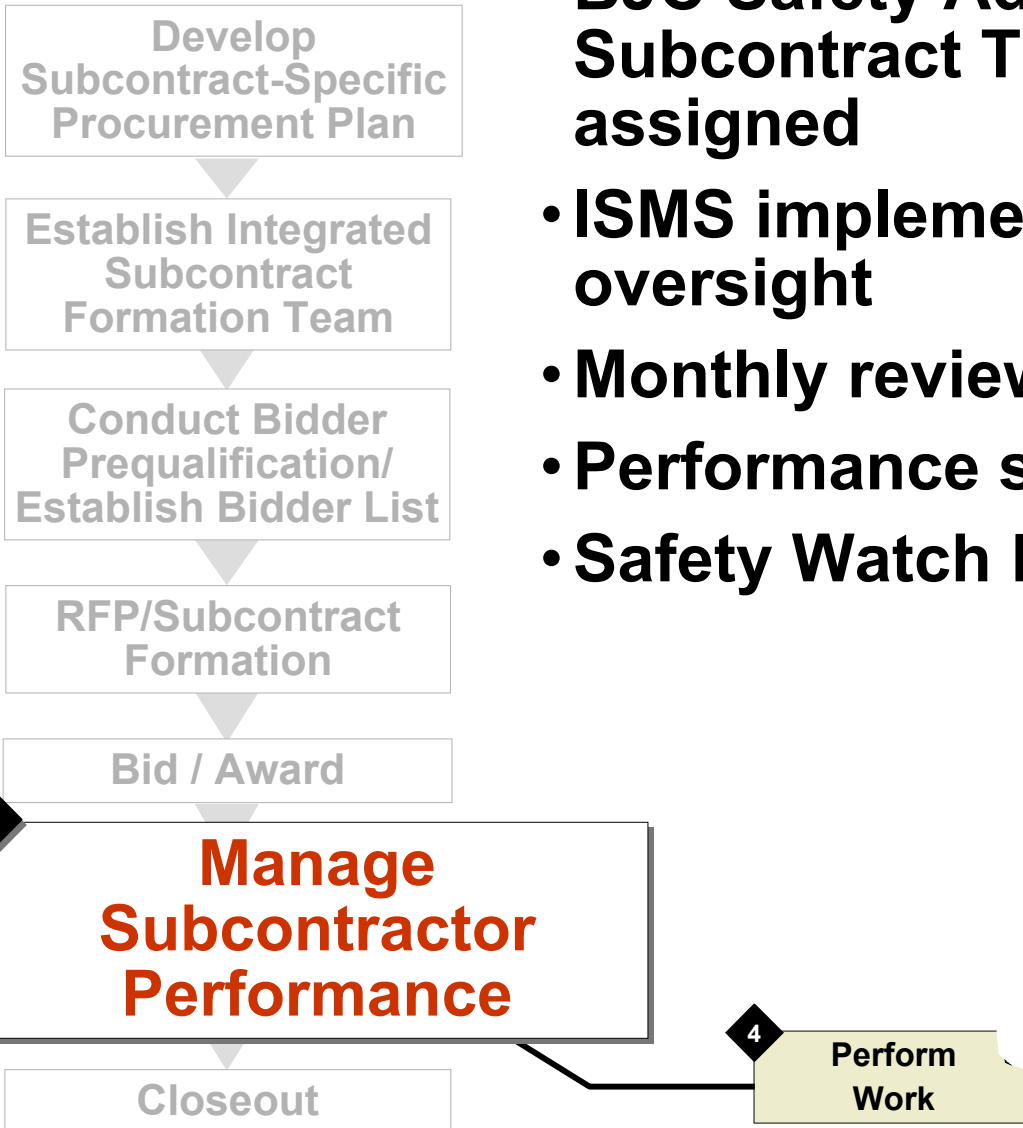
# BJC Subcontracting Process

- ES&H describes safety culture during pre-bid
- Provide overview of safety requirements
- Safety kick-off meeting after award



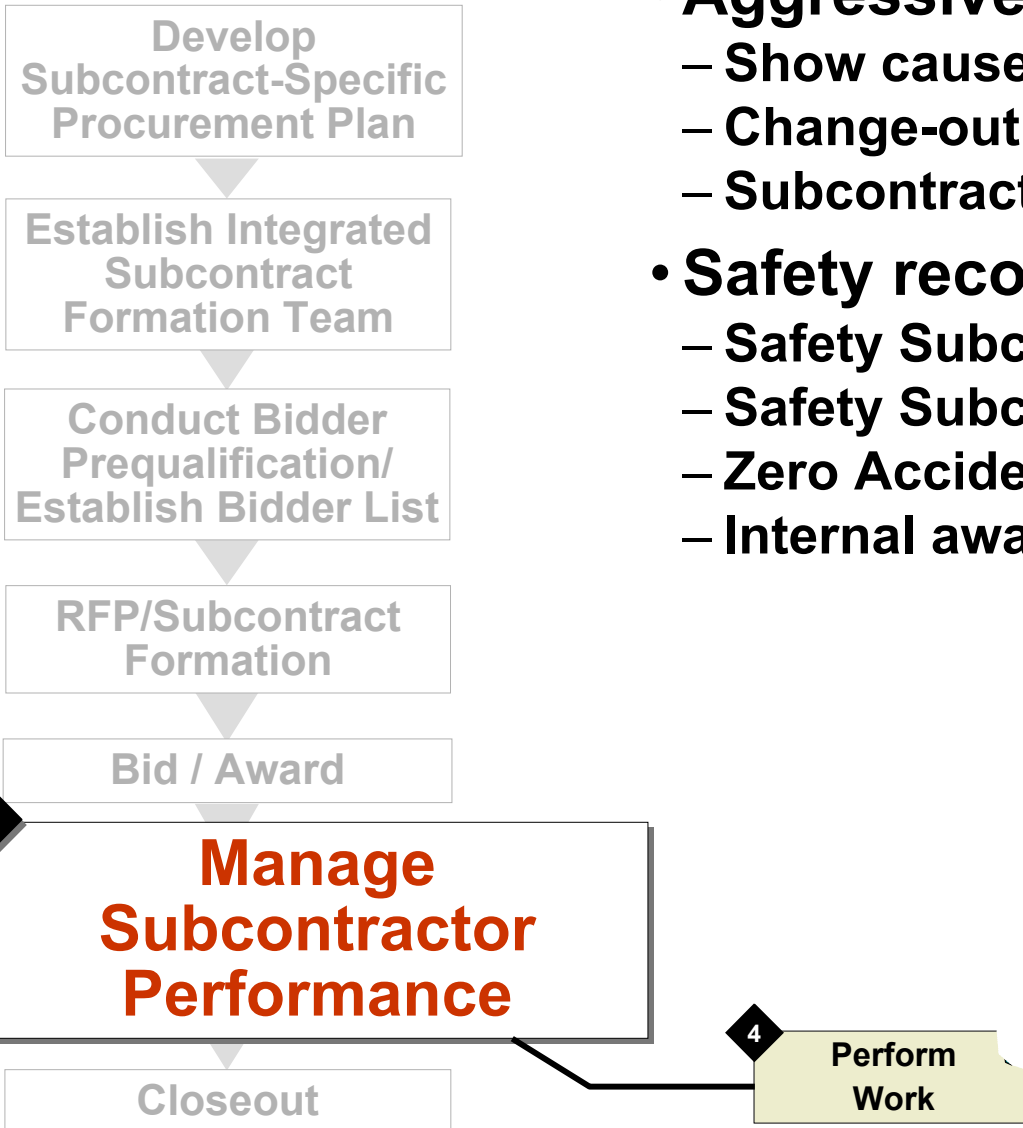
# BJC Subcontracting Process

- BJC Safety Advocate and Subcontract Technical Representative assigned
- ISMS implementation is focus of oversight
- Monthly review of safety metrics
- Performance scorecard
- Safety Watch List



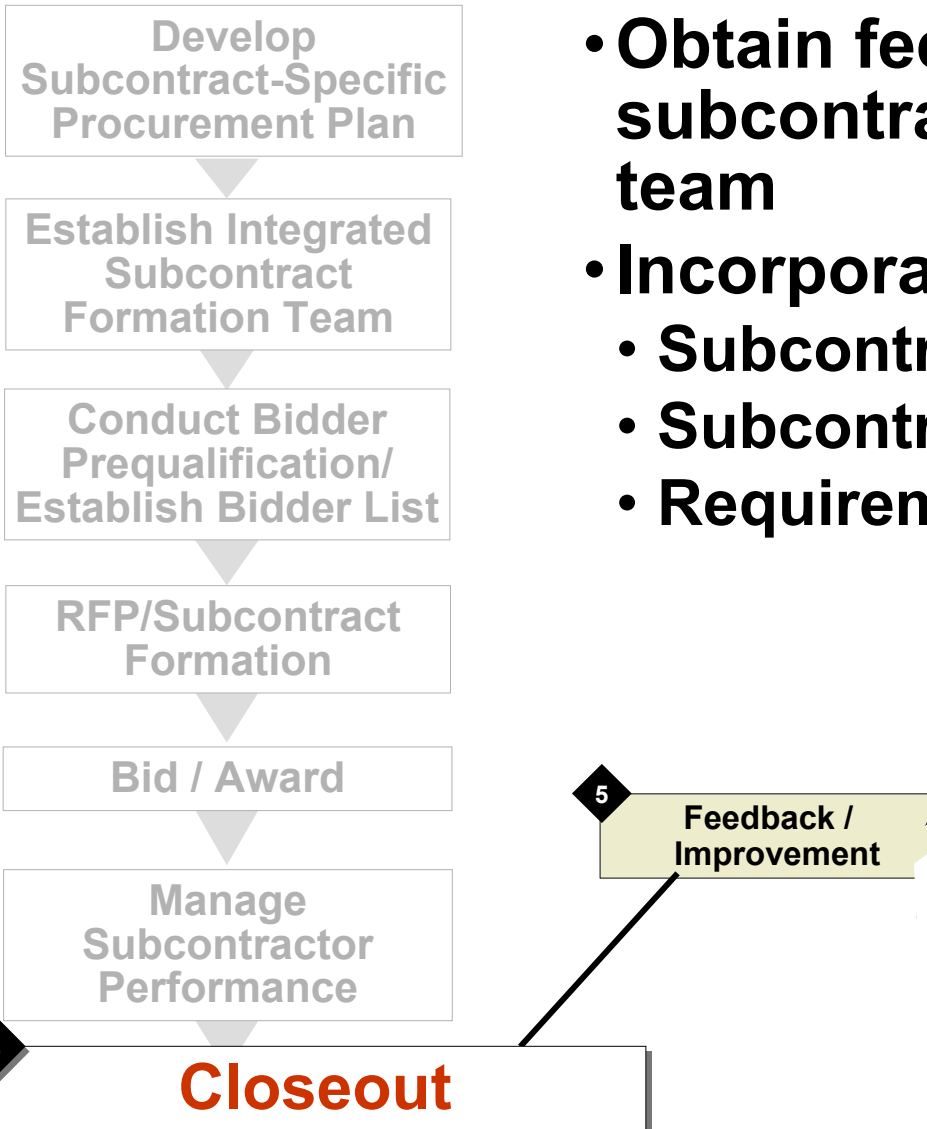
# BJC Subcontracting Process

- **Aggressive safety penalties**
  - Show cause notice
  - Change-out of personnel
  - Subcontract termination
- **Safety recognition**
  - Safety Subcontractor of the Month
  - Safety Subcontractor of the Year
  - Zero Accident Council
  - Internal awards

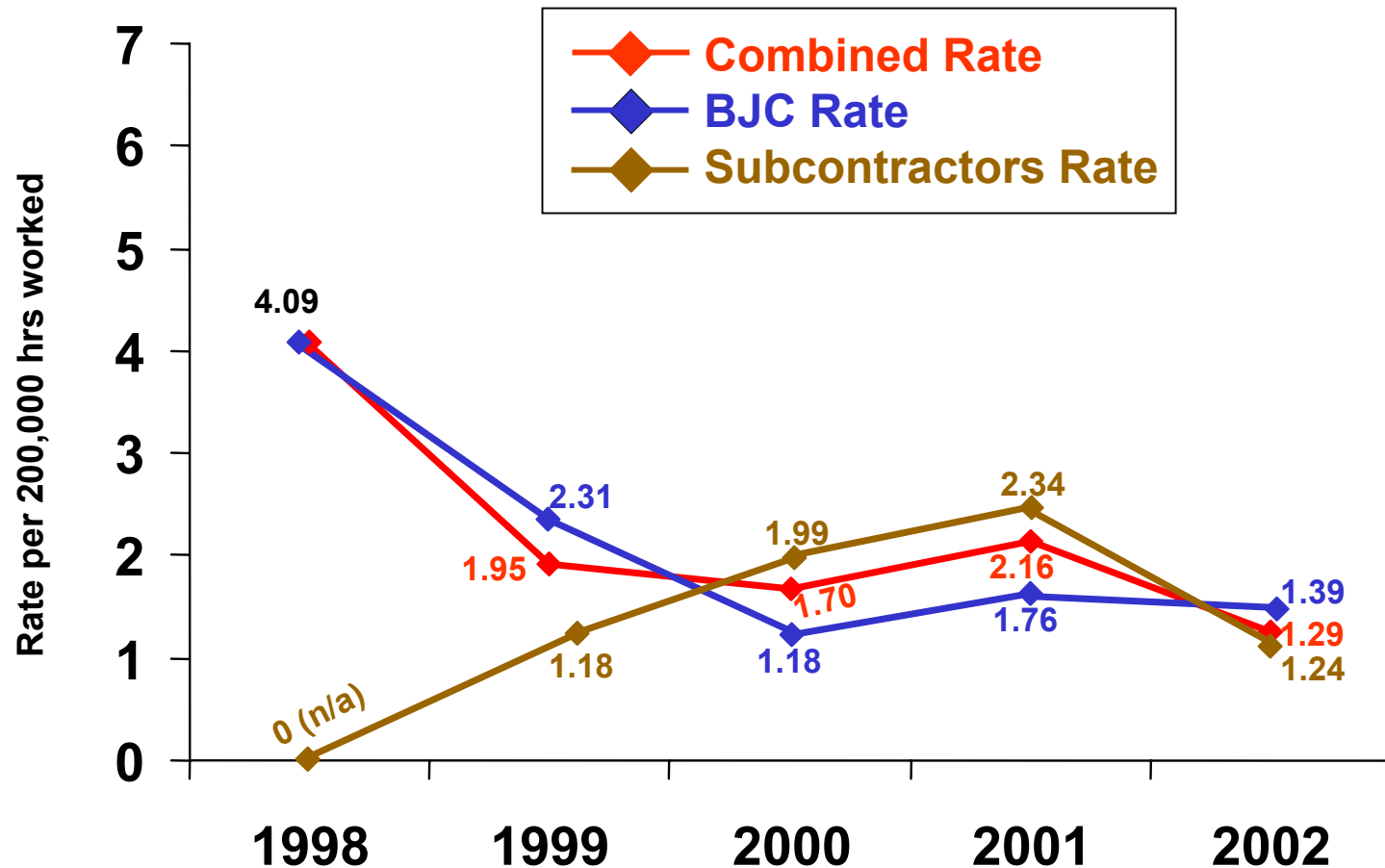


# BJC Subcontracting Process

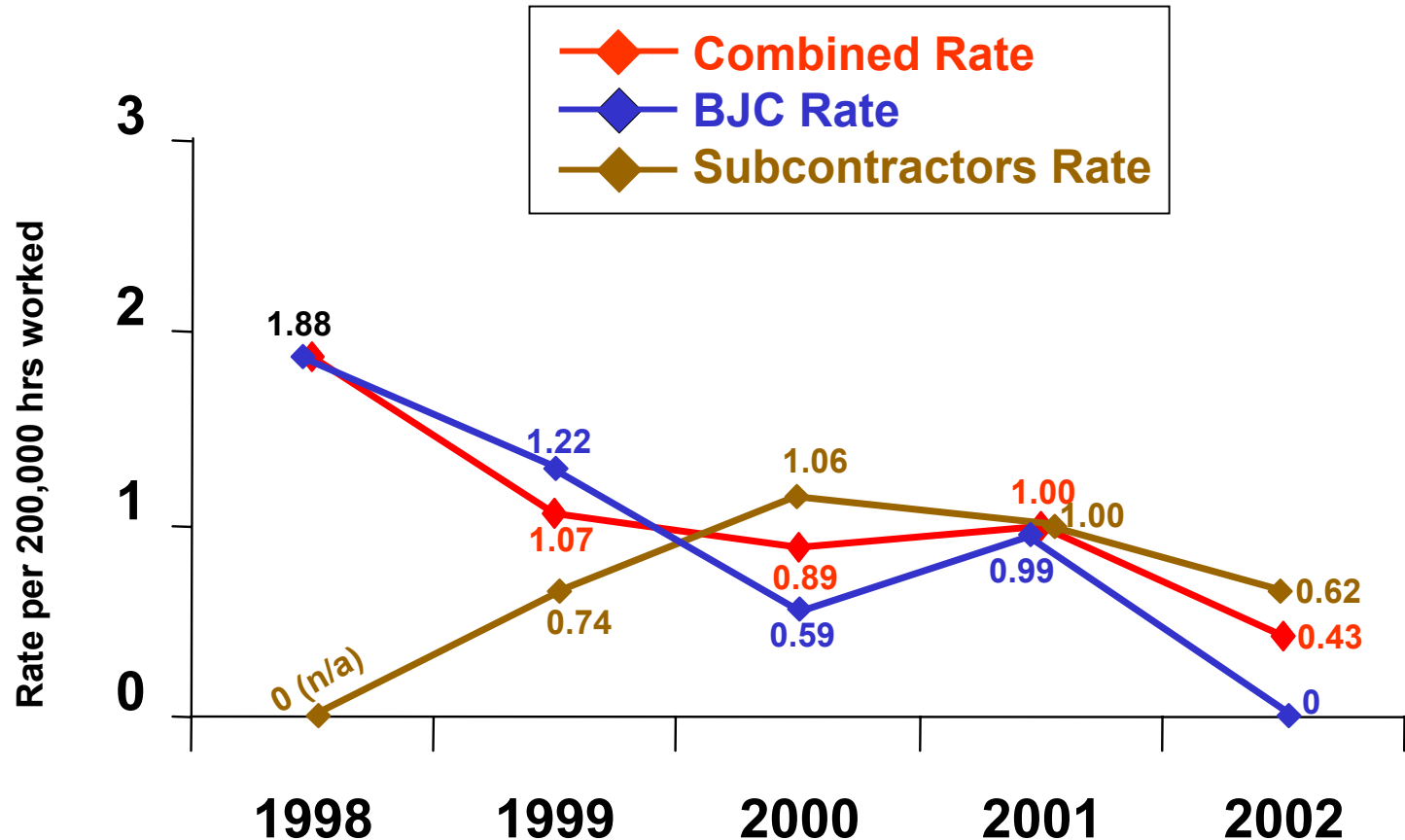
- Obtain feedback from subcontractor and subcontract team
- Incorporate lessons learned into:
  - Subcontracting process
  - Subcontract language
  - Requirements flowdown



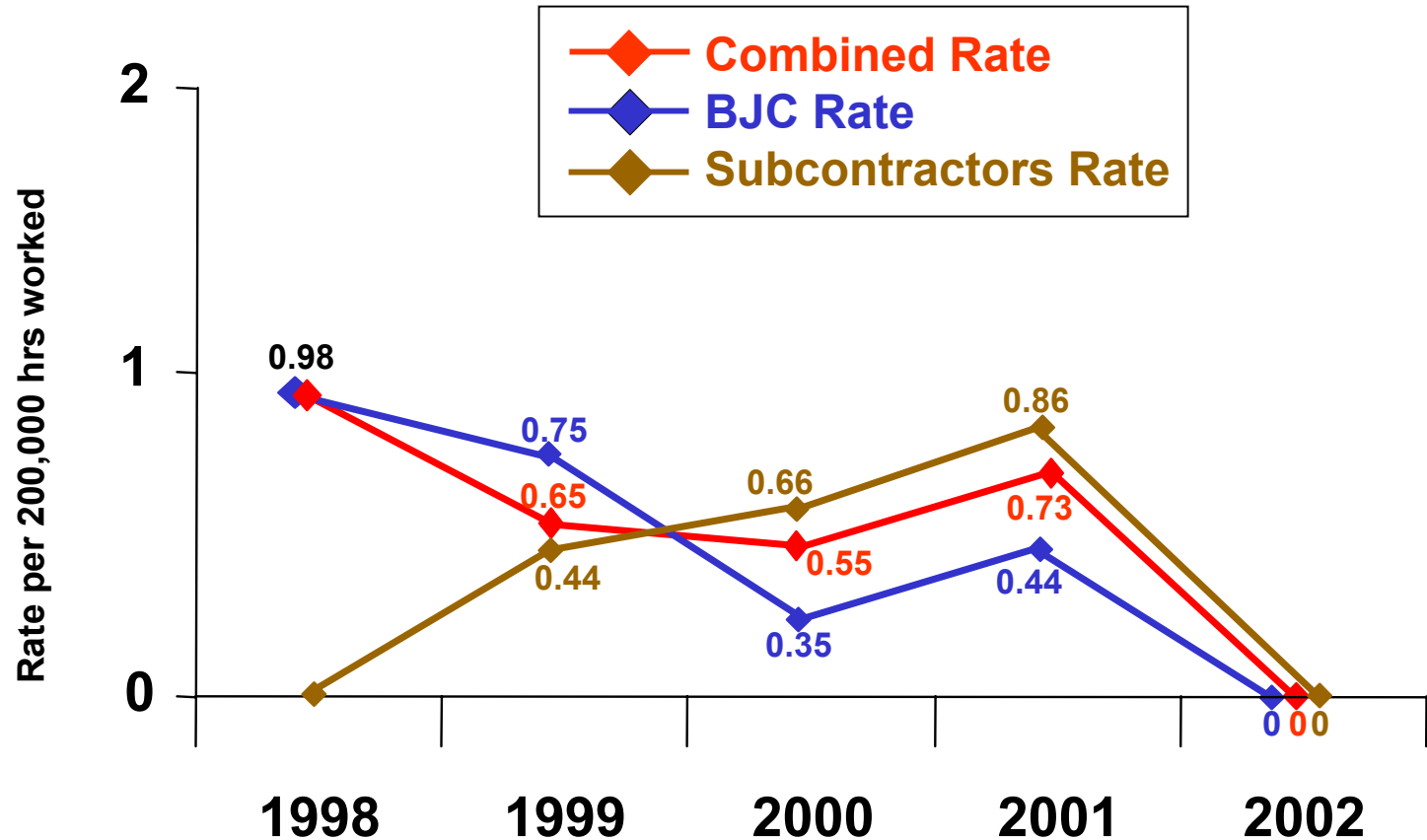
# Bechtel Jacobs Company & Subcontractor Recordable Injury / Illness Rates



# Bechtel Jacobs Company & Subcontractor Lost Workday Case Rates



# Bechtel Jacobs Company & Subcontractor Lost Workday Case Away Rates



# **Success Factors for Integrated Subcontractor Safety Management**

- **Integrated Subcontractor Safety Management is not just a process of finding the low bidder and managing subcontractor performance**
- **Must start by integrating safety / ISM into the overall subcontracting process**
- **Bidders must have already demonstrated an acceptable safety culture**
- **Must incorporate hazard identification throughout the subcontracting process**
- **Appropriate monitoring, including penalties and rewards, must be part of managing subcontractor performance**